
UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 8-K

CURRENT REPORT
PURSUANT TO SECTION 13 OR 15(D) OF THE SECURITIES EXCHANGE ACT OF 1934

Date of report (Date of earliest event reported): **October 19, 2005**

Kennametal Inc.

(Exact Name of Registrant as Specified in Its Charter)

Pennsylvania

(State or Other Jurisdiction of Incorporation)

1-5318

(Commission File Number)

25-0900168

(IRS Employer Identification No.)

**World Headquarters
1600 Technology Way
P.O. Box 231
Latrobe, Pennsylvania 15650-0231**

(Address of Principal Executive Offices) (Zip Code)

Registrant's telephone number, including area code: **(724) 539-5000**

(Former Name or Former Address, if Changed Since Last Report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
 - Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
 - Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
 - Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
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TABLE OF CONTENTS

Item 2.02 Results of Operations and Financial Condition
Item 9.01. Financial Statements and Exhibits

Item 2.02 Results of Operations and Financial Condition

Attached hereto as Exhibit 99.1 and incorporated by reference herein is the text of a presentation delivered on October [19], 2005 by Markos I. Tambakeras, Chairman, President and Chief Executive Officer of Kennametal Inc. to Financial Executives International. This information is furnished pursuant to Item 2.02 of Form 8-K. The information in this report shall not be treated as filed for purposes of the Securities Exchange Act of 1934, as amended. The information presented by the Company contains certain non-GAAP financial measures including adjusted return on invested capital ("ROIC"), earnings before interest and taxes ("EBIT"), primary working capital ("PWC"), and debt to capital.

Kennametal management believes that presentation of these non-GAAP financial measures provides useful information about the results of operations of the Company for the current, past and future periods. Management believes that investors should have available the same information that management uses to assess operational performance, determine compensation, and assess the capital structure of the Company. Non-GAAP financial measures should not be considered in isolation or as a substitute for the most comparable GAAP measures. Non-GAAP financial measures utilized by the Company may not be comparable to non-GAAP financial measures used by other companies.

Reconciliations to the most comparable GAAP measure for the following forecasted non-GAAP financial measures are not available: EBIT and ROIC. The comparable GAAP measures are Net Income and ROIC calculated utilizing net income, respectively. As these measures are dependent on many factors and not derived from a specific calculation, reconciliation to comparable GAAP measures is not available. For the purposes of this presentation, the Company does not consider the lack of these reconciliations to be significant.

Accordingly, we have compiled below certain definitions and reconciliations as required by Regulation G.

ROIC

Adjusted Return on Invested Capital is a non-GAAP financial measure and is defined as the previous 12 months' net income, adjusted for interest expense and special items, divided by the sum of the previous 12 months' average balances of debt, securitized accounts receivable, minority interest and shareowners' equity. Management believes that this financial measure provides additional insight into the underlying capital structuring and performance of the Company. Management utilizes this non-GAAP measure in determining compensation and assessing the operations of the Company.

EBIT

EBIT is an acronym for Earnings Before Interest and Taxes and is not a calculation in accordance with GAAP. The most directly comparable GAAP measure is net income. However, we believe that EBIT is widely used as a measure of operating performance and we believe EBIT to be an important indicator of the Company's operational strength and performance. Nevertheless, the measure should not be considered in isolation or as a substitute for operating income, cash flows from operating activities or any other measure for determining liquidity that is calculated in accordance with GAAP. Additionally, Kennametal will adjust EBIT for restructuring charges, interest income and other items. Management uses this information in reviewing operating performance and in the determination of compensation.

Primary Working Capital

Primary working capital is a non-GAAP presentation and is defined as accounts receivable, net plus inventories, net minus accounts payable. The most directly comparable GAAP measure is working capital, which is defined as current assets less current liabilities. We believe primary working capital better represents Kennametal's performance in managing certain assets and liabilities controllable at the business unit level and is used as such for internal performance measurement.

Debt-to-Capital

Debt-to-equity in accordance with GAAP is defined as total debt divided by Shareowners' equity and total debt. Debt-to-capital is defined by Kennametal as total current and long term debt divided by total Shareowner's equity plus minority interest plus total debt. Management believes that these financial measures provide additional insight into the underlying capital structuring and performance of the Company.

RECONCILIATIONS

DEBT TO CAPITAL RECONCILIATION (Unaudited):

(in thousands)	2005	June 30, 2004	2003
Total debt	\$ 437,374	\$ 440,207	\$ 525,687
Total shareowners' equity	<u>972,862</u>	<u>887,152</u>	<u>721,577</u>
Debt to equity, GAAP	45.0%	49.6%	72.9%
Total debt	\$ 437,374	\$ 440,207	\$ 525,687
Minority interest	17,460	16,232	18,880
Total shareowners' equity	<u>972,862</u>	<u>887,152</u>	<u>721,577</u>
Total capital	\$ 1,427,696	\$ 1,343,591	\$ 1,266,144
Debt to Capital	30.6%	32.8%	41.5%

EBIT RECONCILIATION (Unaudited):

	Twelve Months Ended June 30,		
	2005	2004	2003
Net income, as reported	\$ 119,291	\$ 73,578	\$ 18,130
As % of sales	5.2%	3.7%	1.0%
Add back:			
Interest	27,277	25,884	36,166
Taxes	<u>61,394</u>	<u>35,500</u>	<u>14,300</u>
EBIT	207,962	134,962	68,596
Additional adjustments:			
Minority interest	3,592	1,596	1,860
Interest income	(3,462)	(1,437)	(2,815)
Securitization fees	<u>3,186</u>	<u>1,679</u>	<u>1,892</u>
Adjusted EBIT	<u>\$ 211,278</u>	<u>\$ 136,800</u>	<u>\$ 69,533</u>

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RETURN ON INVESTED CAPITAL RECONCILIATION (Unaudited):**For the Period Ended June 30, 2005**

Invested Capital	6/30/2005	3/31/2005	12/31/2004	9/30/2004	6/30/2004	Average
Debt	\$ 437,374	\$ 485,168	\$ 405,156	\$ 435,435	\$ 440,207	\$ 440,668
Accounts receivable securitized	109,786	120,749	115,253	115,309	117,480	115,715
Minority interest	17,460	19,664	19,249	17,377	16,232	17,996
Shareowners' equity	972,862	1,021,186	1,003,507	924,432	887,152	961,828
Total	\$ 1,537,482	\$ 1,646,767	\$ 1,543,165	\$ 1,492,553	\$ 1,461,071	\$ 1,536,207

Interest Expense	6/30/2005	3/31/2005	Quarter Ended 12/31/2004	9/30/2004	Total
Interest expense	\$ 7,897	\$ 6,803	\$ 6,121	\$ 6,456	\$ 27,277
Securitization interest	981	868	757	580	3,186
Total interest expense	\$ 8,878	\$ 7,671	\$ 6,878	\$ 7,036	\$ 30,463
Income tax benefit					10,175
Total Interest Expense, net of tax					\$ 20,288

Total Income	6/30/2005	3/31/2005	Quarter Ended 12/31/2004	9/30/2004	Total
Net Income, as reported	\$ 37,740	\$ 30,650	\$ 28,181	\$ 22,720	\$ 119,291
Restructuring and asset impairment charges	—	3,306	—	—	3,306
Loss on assets held for sale	—	1,086	—	—	1,086
Minority interest expense	238	1,449	928	977	3,592
Total Income, excluding special items	\$ 37,978	\$ 36,491	\$ 29,109	\$ 23,697	\$ 127,275

Total Income, excluding special items \$ 127,275

Total Interest Expense, net of tax 20,288

\$ 147,563

Average invested capital \$ 1,536,207

Adjusted Return on Invested Capital 9.6%

Return on Invested Capital calculated utilizing Net Income, as reported is as follows:

Net Income, as reported \$ 119,291

Total Interest Expense, net of tax 20,288

\$ 139,579

Average invested capital \$ 1,536,207

Return on Invested Capital 9.1%

- more -

RETURN ON INVESTED CAPITAL RECONCILIATION (Unaudited):
For the Period Ended June 30, 2004

Invested Capital	6/30/2004	3/31/2004	12/31/2003	9/30/2003	6/30/2003	Average
Debt	\$ 440,207	\$ 494,312	\$ 481,327	\$ 520,138	\$ 525,687	\$ 492,334
Accounts receivable securitized	117,480	108,916	101,422	95,318	99,316	104,490
Minority interest	16,232	16,598	16,286	16,089	18,880	16,817
Shareowners' equity	887,152	809,904	791,442	746,562	721,577	791,327
Total	\$ 1,461,071	\$ 1,429,730	\$ 1,390,477	\$ 1,378,107	\$ 1,365,460	\$ 1,404,968

Interest Expense	6/30/2004	3/31/2004	Quarter Ended 12/31/2003	9/30/2003	Total
Interest expense	\$ 6,405	\$ 6,332	\$ 6,547	\$ 6,600	\$ 25,884
Securitization interest	443	356	483	397	1,679
Total interest expense	\$ 6,848	\$ 6,688	\$ 7,030	\$ 6,997	\$ 27,563
Income tax benefit					8,820
Total interest expense, net of tax					\$ 18,743

Total Income	6/30/2004	3/31/2004	Quarter Ended 12/31/2003	9/30/2003	Total
Net income, as reported	\$ 29,852	\$ 24,070	\$ 10,892	\$ 8,764	\$ 73,578
Minority interest expense	(36)	533	404	695	1,596
MSSG restructuring	—	—	1,109	2,307	3,416
AMSG restructuring	—	—	1,018	—	1,018
Widia integration costs — MSSG	—	—	—	1,027	1,027
Widia integration costs — AMSG	—	—	—	33	33
Pension curtailment	—	—	883	—	883
Gain on Toshiba investment	—	—	(2,990)	—	(2,990)
Note receivable	—	—	1,360	—	1,360
Total Income, excluding special items	\$ 29,816	\$ 24,603	\$ 12,676	\$ 12,826	\$ 79,921

Total Income, excluding special items	\$ 79,921
Total Interest Expense, net of tax	18,743
	\$ 98,664
Average invested capital	\$ 1,404,968
Adjusted Return on Invested Capital	7.0%

Return on Invested Capital calculated utilizing Net Income, as reported is as follows:

Net Income, as reported	\$ 73,578
Total Interest Expense, net of tax	18,743
	\$ 92,321
Average invested capital	\$ 1,404,968
Return on Invested Capital	6.6%

- more -

RETURN ON INVESTED CAPITAL RECONCILIATION (Unaudited):
For the Period Ended June 30, 2003

Invested Capital	6/30/2003	3/31/2003	12/31/2002	9/30/2002	6/30/2002	Average
Debt	\$ 525,687	\$ 580,135	\$ 617,016	\$ 616,607	\$ 411,367	\$ 550,162
Accounts receivable securitized	99,316	93,614	100,000	95,117	95,900	96,789
Minority interest	18,880	18,070	17,594	17,685	10,671	16,580
Shareowners' equity	721,577	756,511	737,729	721,007	713,962	730,157
Total	\$ 1,365,460	\$ 1,448,330	\$ 1,472,339	\$ 1,450,416	\$ 1,231,900	\$ 1,393,688

Interest Expense	6/30/2003	3/31/2003	Quarter Ended 12/31/2002	9/30/2002	Total
Interest expense	\$ 9,108	\$ 8,979	\$ 9,594	\$ 8,485	\$ 36,166
Securitization interest	413	406	536	537	1,892
Total interest expense	\$ 9,521	\$ 9,385	\$ 10,130	\$ 9,022	\$ 38,058
Income tax benefit					11,417
Total interest expense, net of tax					\$ 26,641

Total Income	6/30/2003	3/31/2003	Quarter Ended 12/31/2002	9/30/2002	Total
Net income, as reported	\$ (4,868)	\$ 9,699	\$ 2,470	\$ 10,829	\$ 18,130
Minority interest expense	74	739	709	338	1,860
MSSG restructuring	2,194	754	3,394	—	6,342
AMSG restructuring	857	773	1,577	(123)	3,084
AMSG Electronics impairment	15,269	—	—	—	15,269
Corporate restructuring	(69)	195	670	—	796
Widia integration costs — MSSG	1,758	1,337	967	483	4,545
Widia integration costs — AMSG	818	13	3	—	834
J&L restructuring	(45)	561	327	—	843
FSS restructuring	—	6	20	—	26
Total Income, excluding special items	\$ 15,988	\$ 14,077	\$ 10,137	\$ 11,527	\$ 51,729

Total Income, excluding special items	\$ 51,729
Total Interest Expense, net of tax	26,641
Average invested capital	\$ 1,393,688

Adjusted Return on Invested Capital 5.6%

Return on Invested Capital calculated utilizing Net Income, as reported is as follows:

Net Income, as reported	\$ 18,130
Total Interest Expense, net of tax	26,641
Average invested capital	\$ 44,771
	\$ 1,393,688

Return on Invested Capital 3.2%

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PRIMARY WORKING CAPITAL RECONCILIATION (Unaudited):**For the Period Ended June 30, 2005**

	FISCAL 2005					
	<u>6/30/05</u>	<u>3/31/05</u>	<u>12/31/04</u>	<u>9/30/04</u>	<u>6/30/04</u>	<u>Average</u>
Current assets	\$ 831,062	\$ 885,829	\$ 845,374	\$ 820,187	\$ 796,945	\$ 835,879
Current liabilities	<u>428,658</u>	<u>458,464</u>	<u>397,921</u>	<u>483,485</u>	<u>486,527</u>	<u>451,011</u>
Working capital in accordance with GAAP	<u>\$ 402,404</u>	<u>\$ 427,365</u>	<u>\$ 447,453</u>	<u>\$ 336,702</u>	<u>\$ 310,418</u>	<u>\$ 384,868</u>
Excluding items:						
Cash and cash equivalents	(43,220)	(34,792)	(32,168)	(28,688)	(25,940)	(32,961)
Deferred income taxes	(70,391)	(98,063)	(99,731)	(96,144)	(95,240)	(91,914)
Other current assets	<u>(37,466)</u>	<u>(82,822)</u>	<u>(39,605)</u>	<u>(37,178)</u>	<u>(40,443)</u>	<u>(47,503)</u>
Total excluded current assets	<u>\$(151,077)</u>	<u>\$(215,677)</u>	<u>\$(171,504)</u>	<u>\$(162,010)</u>	<u>\$(161,623)</u>	<u>\$ (172,378)</u>
Adjusted current assets	<u>679,985</u>	<u>670,152</u>	<u>673,870</u>	<u>658,177</u>	<u>635,322</u>	<u>663,501</u>
Short-term debt, including notes payable	(50,889)	(56,225)	(28,888)	(116,446)	(126,807)	(75,851)
Accrued liabilities	<u>(222,930)</u>	<u>(259,971)</u>	<u>(226,568)</u>	<u>(220,496)</u>	<u>(211,504)</u>	<u>(228,294)</u>
Total excluded current liabilities	<u>\$(273,819)</u>	<u>\$(316,196)</u>	<u>\$(255,456)</u>	<u>\$(336,942)</u>	<u>\$(338,311)</u>	<u>\$ (304,145)</u>
Adjusted current liabilities	<u>154,839</u>	<u>142,268</u>	<u>142,465</u>	<u>146,543</u>	<u>148,216</u>	<u>146,866</u>
Primary working capital	<u>\$ 525,146</u>	<u>\$ 527,884</u>	<u>\$ 531,405</u>	<u>\$ 511,634</u>	<u>\$ 487,106</u>	<u>\$ 516,635</u>
Five quarter average PWC						\$ 516,635
Sales, for the twelve months ended June 30, 2005						<u>2,304,167</u>
PWC as a percentage of sales						22.4%

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PRIMARY WORKING CAPITAL RECONCILIATION (Unaudited):**For the Period Ended June 30, 2004**

	FISCAL 2004					
	<u>6/30/04</u>	<u>3/31/04</u>	<u>12/31/03</u>	<u>9/30/03</u>	<u>6/30/03</u>	<u>Average</u>
Current assets	\$ 796,945	\$ 790,892	\$ 752,703	\$ 768,634	\$ 782,352	\$ 778,305
Current liabilities	<u>486,527</u>	<u>340,743</u>	<u>307,190</u>	<u>316,606</u>	<u>345,008</u>	<u>359,215</u>
Working capital in accordance with GAAP	<u>\$ 310,418</u>	<u>\$ 450,149</u>	<u>\$ 445,513</u>	<u>\$ 452,028</u>	<u>\$ 437,344</u>	<u>\$ 419,090</u>
Excluding items:						
Cash and cash equivalents	(25,940)	(27,528)	(15,086)	(14,720)	(15,093)	(19,673)
Deferred income taxes	(95,240)	(88,480)	(88,820)	(86,888)	(97,237)	(91,333)
Other current assets	<u>(40,443)</u>	<u>(38,803)</u>	<u>(39,460)</u>	<u>(47,003)</u>	<u>(48,606)</u>	<u>(42,863)</u>
Total excluded current assets	<u>\$(161,623)</u>	<u>\$(154,811)</u>	<u>\$(143,366)</u>	<u>\$(148,611)</u>	<u>\$(160,936)</u>	<u>\$ (153,869)</u>
Adjusted current assets	<u>635,322</u>	<u>636,081</u>	<u>609,337</u>	<u>620,023</u>	<u>621,416</u>	<u>624,436</u>
Short-term debt, including notes payable	(126,807)	(8,193)	(12,872)	(11,375)	(10,845)	(34,018)
Accrued liabilities	<u>(211,504)</u>	<u>(200,304)</u>	<u>(181,755)</u>	<u>(197,578)</u>	<u>(215,654)</u>	<u>(201,359)</u>
Total excluded current liabilities	<u>\$(338,311)</u>	<u>\$(208,497)</u>	<u>\$(194,627)</u>	<u>\$(208,953)</u>	<u>\$(226,499)</u>	<u>\$ (235,377)</u>
Adjusted current liabilities	<u>148,216</u>	<u>132,246</u>	<u>112,563</u>	<u>107,653</u>	<u>118,509</u>	<u>123,837</u>
Primary working capital	<u>\$ 487,106</u>	<u>\$ 503,835</u>	<u>\$ 496,774</u>	<u>\$ 512,370</u>	<u>\$ 502,907</u>	<u>\$ 500,599</u>
Five quarter average PWC						\$ 500,599
Sales, for the twelve months ended June 30, 2004						<u>1,971,441</u>
PWC as a percentage of sales						25.4%

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PRIMARY WORKING CAPITAL RECONCILIATION (Unaudited):**For the Period Ended June 30, 2003**

	FISCAL 2003					
	<u>6/30/03</u>	<u>3/31/03</u>	<u>12/31/02</u>	<u>9/30/02</u>	<u>6/30/02</u>	<u>Average</u>
Current assets	\$ 782,352	\$ 788,091	\$ 755,018	\$ 750,397	\$ 637,384	\$ 742,648
Current liabilities	<u>345,008</u>	<u>344,865</u>	<u>281,431</u>	<u>289,860</u>	<u>262,100</u>	<u>304,653</u>
Working capital in accordance with GAAP	<u>\$ 437,344</u>	<u>\$ 443,226</u>	<u>\$ 473,587</u>	<u>\$ 460,537</u>	<u>\$ 375,284</u>	<u>\$ 437,995</u>
Excluding items:						
Cash and cash equivalents	(15,093)	(17,250)	(18,155)	(14,300)	(10,385)	(15,037)
Deferred income taxes	(97,237)	(81,651)	(80,204)	(71,084)	(71,375)	(80,310)
Other current assets	<u>(48,606)</u>	<u>(44,286)</u>	<u>(53,868)</u>	<u>(40,110)</u>	<u>(31,447)</u>	<u>(44,263)</u>
Total excluded current assets	<u>\$(160,936)</u>	<u>\$(143,187)</u>	<u>\$(152,227)</u>	<u>\$(125,494)</u>	<u>\$(113,207)</u>	<u>\$ (139,010)</u>
Adjusted current assets	<u>621,416</u>	<u>644,904</u>	<u>602,791</u>	<u>624,903</u>	<u>524,177</u>	<u>603,638</u>
Short-term debt, including notes payable	(10,845)	(15,068)	(17,591)	(16,992)	(23,480)	(16,795)
Accrued liabilities	<u>(215,654)</u>	<u>(208,816)</u>	<u>(171,726)</u>	<u>(171,045)</u>	<u>(137,034)</u>	<u>(180,855)</u>
Total excluded current liabilities	<u>\$(226,499)</u>	<u>\$(223,884)</u>	<u>\$(189,317)</u>	<u>\$(188,037)</u>	<u>\$(160,514)</u>	<u>\$ (197,650)</u>
Adjusted current liabilities	<u>118,509</u>	<u>120,981</u>	<u>92,114</u>	<u>101,823</u>	<u>101,586</u>	<u>107,003</u>
Primary working capital	<u>\$ 502,907</u>	<u>\$ 523,923</u>	<u>\$ 510,677</u>	<u>\$ 523,080</u>	<u>\$ 422,591</u>	<u>\$ 496,635</u>
Five quarter average PWC						\$ 496,635
Sales, for the twelve months ended June 30, 2003						<u>1,758,957</u>
PWC as a percentage of sales						28.2%

Item 9.01 Financial Statements and Exhibits

Exhibit 99.1

Presentation by Markos I. Tambakeras delivered to Financial Executives International on October 19, 2005.

Signatures

Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

KENNAMETAL INC.

Date: October 19, 2005

By: /s/ Timothy A. Hibbard
Timothy A. Hibbard
Corporate Controller and Chief Accounting Officer



Engineering Your Competitive Edge

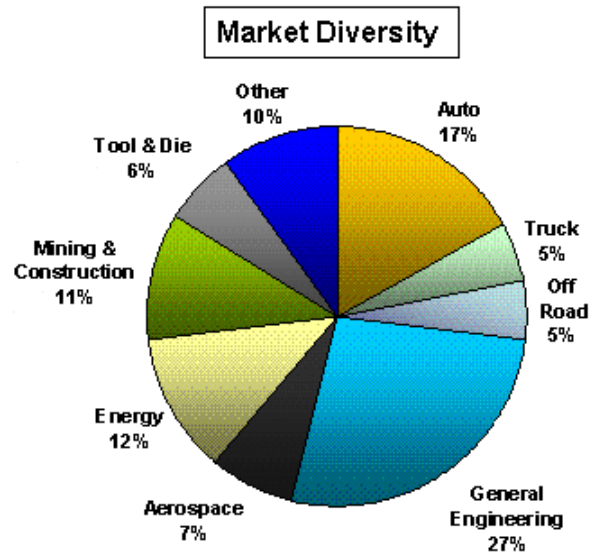
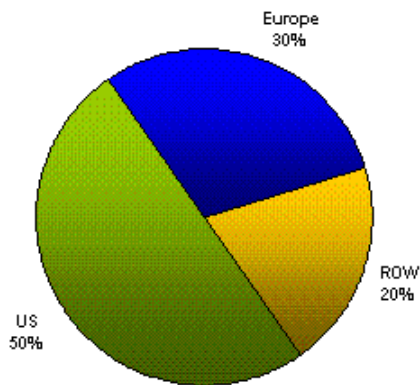
Financial Executives International

Earning the Right to Grow

Markos I. Tambakeras
October 19, 2005

Who We Are...

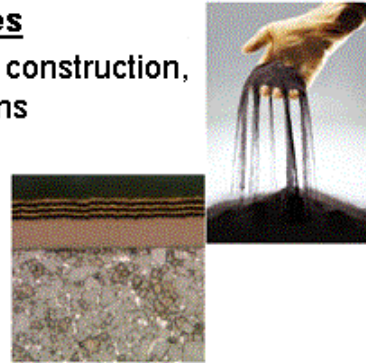
- Founded 1938
- \$2.3 Billion Annual Global Sales
- 14,000 Employees in 60 countries
- 1,000 Engineers/2,300 Patents
- Market leader in every target market
 - Geographic Volume Balance



What We Do...

We are a leading global supplier of tooling, engineered components and advanced materials consumed in production processes

- Founded on **complex metallurgical consumables**
- Used across all aspects of manufacturing, mining, construction, energy exploration, and specialty 'wear' applications
- Products consumed in the manufacturing process
- Deliver 3-4 times value relative to cost



Best economics throughout the customers' process

Kennametal 6 Years Ago:

- Debt peaked at \$1.0 billion on \$1.7 billion in sales
 - Sales from new products was 17%
 - 9 payroll systems, 34 IT systems, 32 benefits plans
 - Value decline of \$1.0 billion in market cap
 - Local mindset operating internationally
 - 70% of sales from North America
 - Concept that Efforts=Results
-

Kennametal 6 Years Ago:

BUT...

- Excellent global brands
- Strong market share
- Quality reputation
- Great fundamentals

Leadership Principles

Vision

"To be the premier consumable materials company in tooling solutions, engineered components and advanced materials."

Ambitions

*Consistent Top Tier Performer
Grow Faster than Market
40% Sales from New Products
Best in Customer Satisfaction
Employees as Major Shareowners
Employer of Choice for the Best People*

Values

*Performance Driven
Integrity
Customer Focus
Innovation
People Focus
Competitiveness
Collaboration
Systematic Execution*

Priorities—Responding to the Challenges

- Fix the balance sheet—obsessive focus on cash flow
- Earn and preserve investment grade rating
- Reward results AND effort
- Stress accountability—DWYSYWD
- Re-establish confidence and competitiveness

Earn the Right to Grow

Achieving the Strategic Intent



KVBS – Our Business Model for Systematic Execution

1. Strategic Planning

- Consistent development of a long-term business strategy in alignment with our key values and ambitions.

2. ACE – Product Development

- Stage-gated product development process for bringing new products to market.

3. Customer Acquisition

- A process by which we continuously deliver the best economic value by focusing on improving our customers' competitiveness.

4. Talent Development

- A talented workforce is our most valuable resource.

5. M&A

- Guides an extremely disciplined approach to the identification, closing and integration of acquisition candidates.

6. LEAN

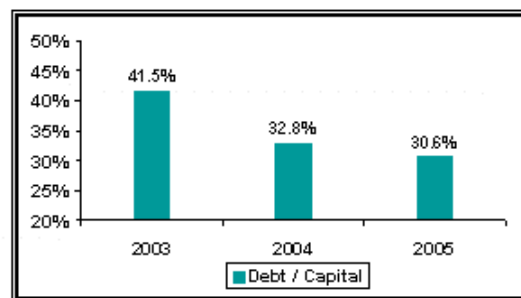
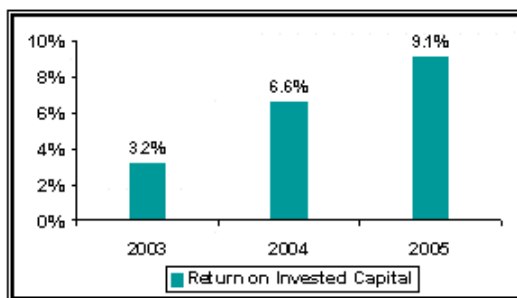
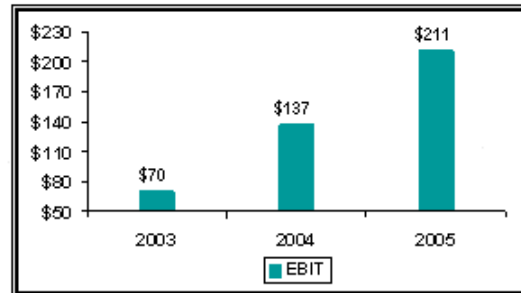
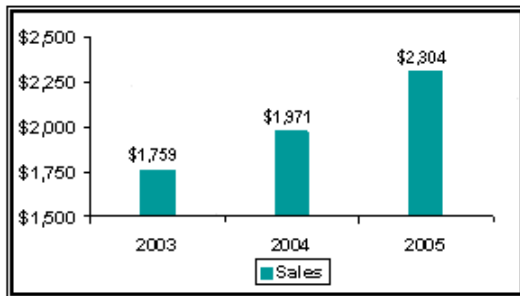
- A set of tools and methodologies.



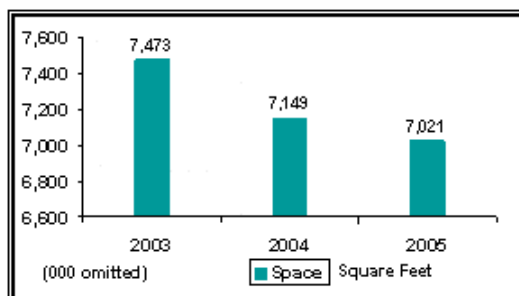
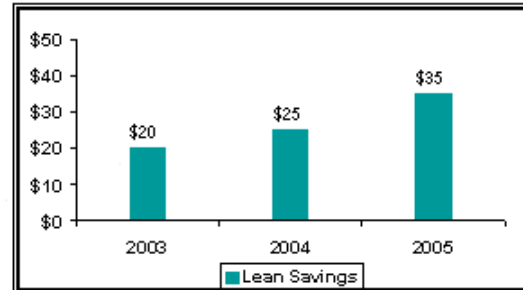
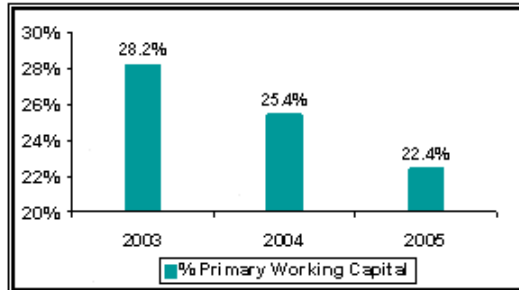
FY05 Performance Highlights

- Record sales of \$2.3 billion
- Record EPS Growth of 55%
 - On top of over 50% growth in 2004
- Top quartile performance in cash flow from operations at 9% of sales
- Debt to Capital at 31%
- Investment grade rating across the board
- PWC at 22% - lowest ever

Key Performance Indicators FY2003 - 2005 (\$-Millions)



Key Performance Indicators FY2003 - 2005 (\$-Millions)

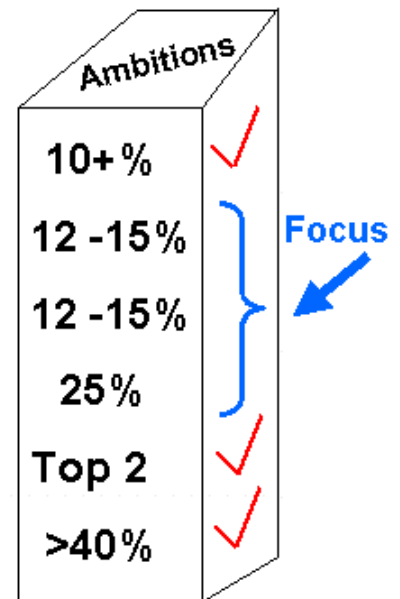


The Road to Premier

- Sales
- EBIT
- ROIC
- Market Share
- Customer Satisfaction Rating
- New Products

Balance...

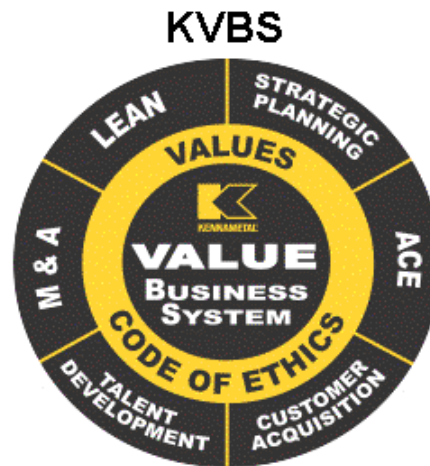
- Sales—1/3, 1/3, 1/3
- Portfolio
- End Markets



Achieving Our Targets

Powerful Assets

- Premier Brands
- Leading Market Shares
- Global Balance
- Leading Technologies
- Strong Balance Sheet
- Superior Talent



***Clear Strategy and the
Management Team to Execute***

Challenges

US Manufacturers

- 22% competitive disadvantage
 - Tax Burdens
 - Regulation & Compliance Costs
 - Frivolous Litigation

PA Manufacturers

- CNIT Among Highest in US (top 2 at 9.99%)
 - Apportionment for CNIT 20-20-60
- NOL Limits
- CSFT Double Taxation
- Threat of Mandatory Unitary Combined Reporting

Responding to the Manufacturing Challenges

- **Develop a Partnership of Private Sector and Government Entities - URGENT**
- **Emphasize the Importance of Manufacturing to our Economy**
 - Accounts for nearly 1/5 of the US gross national product
 - Standing alone, would be fifth-largest economy in the world
- **Enlist Education Resources in Supporting Manufacturing**
 - Engineering and technology must be made attractive as career choices
 - More women and minorities must be recruited to these fields

Industry Challenges

- Cyclicalities
- Manufacturing footprint mostly in high-cost countries
- Ascendancy of China and India
- High and volatile raw materials costs
- Threats to intellectual property
- Protectionism

Responding to the Industry Challenges

- Relentless focus on lowest global cost
- Obsessive commitment to technology and innovation
- Unwavering commitment to top talent
- Global and end – market balance
- Broad portfolio

Lessons Learned on the Journey

- Develop a sense of urgency
- Stay focused
- Maintain high expectations
- Be consistent
- Don't tolerate "Good Enough"
- Respect the culture, but don't be held hostage by it
- Be the recruiter and personal trainer for your people

Role of the Finance Community

Minimum Expectations:

- Be role model, practitioner and preacher of integrity
- Provide timely, accurate information
- Function as a business partner—anticipate
- Be relentless in pursuit of lowest cost structure
- Constructively question and challenge

No Surprises

**WE ARE ONLY AT THE START OF
OUR JOURNEY TO BECOME A
PREMIER COMPANY.**

Q&A

Markos I. Tambakeras
October 19, 2005